

Executive Sponsor Charter



Project Name OCI Lean Government Initiative

Executive Sponsors Commissioner Ted Nickel
Deputy Commissioner Dan Schwartzer

Project Leaders OCI Lean Government Initiative

Key Stakeholders Governor's Office, Insurance Companies, Agents, Consumers, and State Agencies

Organization Office of the Commissioner of Insurance

Document Last Updated October 18, 2013

Project Overview

The Office of the Commissioner of Insurance (OCI) was created by the legislature in 1871. The original intent of the OCI has not changed drastically over the past 125 years. In 1871, OCI was vested with broad powers to ensure that the insurance industry responsibly and adequately met the insurance needs of Wisconsin citizens. Today, OCI's mission is to lead the way in informing and protecting the public and responding to its insurance needs.

OCI performs a variety of tasks to protect insurance consumers and ensure a competitive insurance environment. OCI's major functions include:

- Reviewing insurance policies that are sold in Wisconsin to make sure they meet the requirements set forth in Wisconsin law;
- Conducting examinations of domestic and foreign insurers to ensure compliance with Wisconsin laws and rules;
- Monitoring the financial solvency of licensed companies to make sure that consumers have the insurance coverage they expect when they need it;
- Issuing licenses to the various parties involved in selling and marketing insurance products;
- Assisting insurance consumers with their insurance problems;
- Researching special insurance issues to understand and assess their impact on Wisconsin;
- Providing technical assistance on legislation and promulgating administrative rules to interpret insurance laws;
- Creating and distributing public information and consumer education pieces to educate people about insurance; and
- Operating a state life insurance fund, a property fund for the property owned by local units of government, and a patients compensation fund insuring health care providers for medical malpractice.

OCI managers recognize that reviewing and evaluating existing processes and procedures is fundamental to making day-to-day operations more efficient. OCI has embraced the Lean Initiative and has provided Yellow and Green Belt training to staff. A senior management presentation was held in June 2013 and a presentation is planned for agency supervisors in November 2013.

Vision

OCI's vision is to ensure a strong insurance market through proactive policy and skillful enforcement, enjoy a positive public image and be recognized as an expert and leader in the field of insurance regulation, and ensure continued efficient and effective regulation of insurance at the state level.

OCI is in the process of modernizing their IT systems. Current business processes are being reviewed and redesigned to make them more efficient, while also enabling the use of modern technologies. OCI is developing a more streamlined interface between OCI and their partners to reduce the regulatory burden on the insurance industry while at the same time providing consumers with more transparent and timely information. As a consolidated agency, OCI will also be working jointly with DOA to improve processes in the areas of HR and procurement.

Guiding Principles The following principles will be utilized in building a Lean culture in OCI:

- **Customer Service** – Providing timely and responsive levels of customer service is essential
- **Participation** – Engage/involve staff at all levels in the design and implementation of the Lean Initiative
- **Value** – Recognize and respect the expertise, value, and contributions of all staff
- **Streamline** – Continuously engage in improving and streamlining processes with a focus on customer satisfaction
- **Collaborate** – Look for opportunities to work collaboratively with the insurance industry and develop teams to improve cross-functional work processes
- **Improve** – Focus on improving quality and timeliness of services within existing budgets
- **Train** – Provide training to staff that will create a culture within the organization which utilizes Lean principles as a standard way of doing business
- **Leverage** – Leverage technology to meet defined business needs
- **Communicate** – Share successes as well as provide updates on the progress of the Lean Initiative with agency staff

Project Goals

1. Provide an introduction to and training in Lean Methodology to agency leadership and staff
2. Engage agency staff to identify processes that can be improved to generate efficiencies and improve customer service by using Lean Government tactics
3. Apply Lean Methodology to define, analyze, measure, implement and control the changes within OCI
4. Provide regular communication on Lean Initiative progress to all staff
5. Measure customer and staff satisfaction with the Lean Initiative and its outcomes
6. Celebrate and share successes with staff

Project Deliverables


High-level Timeline

Task	Target Date
Training	
Executive Management	6/27/2013
Agency Supervisors	11/2013
Yellow Belt	Ongoing
Green Belt	Ongoing
Process Selection/Prioritization Criteria Established	12/2013
Complete 4 Projects by	1/2014
Develop Long-Term Sustainability	7/2014

Title	Who	Roles/Responsibilities
Executive Sponsor	Ted Nickel Dan Schwartzner	Serve as ultimate decision maker for project budget, timeline, and scope
Leadership Support	Louie Cornelius Gina Frank Amit Trivedi	Commit to and champion the project, modeling the expected changes. Provide direction and oversight to the project teams, selecting redesign projects, addressing issues and identifying decision points.
Redesign Projects	Redesign Team Members	Redesign selected processes adhering to lean principles and practices including responsibility for metrics (see individual team charters).
Redesign Team Leaders	Designated Staff in OCI	Serve as a team leader directing the work of the redesign team and keeping the project on schedule. Serve as the steward for processes redesigned as a result of the work of redesign teams. Assist with the measurement of process improvements in the control phase.

Signed:


Ted Nickel, Commissioner


Dan Schwartzner, Deputy Commissioner

Wisconsin - Lean Government

Process Redesign Team Project Charter

Project Name	Injured Patients and Families Compensation Fund
Executive Sponsor(s)	Louie Cornelius, Funds & Program Management Administrator (OCI)
Process Owner(s)	Jeff Kohlmann, IPFCF Fund Director
Problem Statement	The Injured Patients and Families Compensation Fund (IPFCF) has 6 processes that are time-consuming for staff as well as IPFCF participants. The processes involve duplication of effort, long processing times, and a lack of coordination and communication between IPFCF staff. IPFCF's customers get frustrated with the long wait times to receive accurate information on their accounts.
Business Case	<p>The proposals are related to three main processes. Total dollar savings for improvements to the processes amount to approximately \$80,000.</p> <p>Certificate Filings – The total estimated savings for these processes amounts to approximately \$52,000.</p> <p>Billings – Implementing the Improvements for Electronic Billing of Employers with 100 or more providers would provide a savings of \$2,000.</p> <p>Refunds – Implementing improvements for these processes will cut processing time from 90-150 days down to 0; staff cost is reduced by approximately \$21,000. Elimination of manual checking of provider refund amounts will provide a savings in staff time of approximately \$5,000.</p>
Baseline	<p>Certificate Filings –</p> <ul style="list-style-type: none"> • There are approximately 12,000 late filings per year that need to be reviewed • There approximately 6,485 errors per year generated by insurer certificate filings that need to be reviewed by staff. <p>Billings –</p> <ul style="list-style-type: none"> • There are approximately 25,000 bills sent out annually <p>Refunds –</p> <ul style="list-style-type: none"> • There is currently a backlog of approximately 2,000 nonrequested refunds that need to be reviewed • Processing time is between 90 and 150 days

Goal	The goal of implementing these process changes will provide a number of benefits for IPFCF customers as well as IPFCF staff: <ul style="list-style-type: none"> • Simplify/standardize processes • Customer/Provider satisfaction • Timely, up-to-date, and online information • Better staff communication • Provide staff the ability to better analyze the data • Reduced backlog • Reduced processing time • Reduced printing and postage costs • Savings in staff cost 	
Scope / Boundaries	The scope of the project is limited to the three main categories of Certificate Filings, Billings, and Refunds.	
Team Members	Team Role	Home Organization
Mary Moore Andrea Nelson Tim Mero Kathy Keleher	Team Member/Subject Matter Expert Team Member/Subject Matter Expert Lean Coordinator Lean Coordinator	IPFCF IPFCF MAPS Information Services Section
Additional Subject Matter Experts	Area of Expertise	Home Organization
Rod Orr John Macy Joe Hilgendorf	Certificate filing Certificate filing and refunds Refunds	IPFCF IPFCF IPFCF
Project Timeline	Start date: January 1, 2014	
Date this Document was Last Updated	October 31, 2013	
Date Approved by Executive Sponsor	11/4/2013 <i>James J. Pomeroy</i> 11/4/13	